

# Project and program management **programs**

Move strategy into reality





# Welcome to the **project and program management course catalog**

**A**t Korn Ferry, we believe all work is done through projects, so everyone is a project leader to one degree or another.

To address the growing and changing needs of project work, we've created this course catalog, designed to equip you with critical skills and tools to use this year.

These are top courses, picked by our learning experts, that will help you lead, manage and get your work done.



We hope you enjoy browsing this catalog and finding the right courses for you or your team's professional development goals!

Ready to join a course?



# Why choose us for your learning partner?

## ACCREDITED TRAINING

Our courses are accredited, bringing international standards to our training. In addition, they are backed by our academic partner, Duke University, meaning you can be confident in their quality and academic integrity.

## DUKE CERTIFICATE PROGRAM

You can earn recognition for your accomplishments and the steps you take to raise your performance and benefit your career. **Contact us** for more information on certificates and certificate paths.

## PERSONAL TRAINING CONSULTATION

When you're investing in training, it's vital that you choose the correct areas to make the most of your investment. Our experienced team will consult with you on your background, experience, challenges, and goals to select the most suitable course or program for your career development and organizational needs.

## GLOBAL REACH AND RECOGNITION

We offer the largest range of project and program management courses to help project professionals in all industries save time and money and run projects more efficiently.

## OUR INSTRUCTORS

Each of our instructors brings vast experience and expertise within their field and a deep passion for teaching. Individual perspectives come to life in each classroom.

## Our Course Topics

Choose from an extensive and holistic curriculum that allows you to refine both your technical and leadership skills. We offer targeted coursework in areas including:



**Project and program management**



**Adaptive project leadership**



**Lean and Agile**



**Business analysis**



**Business skills**



**Contract management**

[View scheduled courses now](#)



# Training delivery options

We understand that full-time working professionals are busy, and that people learn in different ways and at different speeds. By catering to specific training needs, we can help your people learn using the method that works best for their schedules, budgets, and learning preferences.

## SELF-PACED E-LEARNING

e-Learning brings you high-quality course content in a convenient online format. Learning objectives are supported with quality e-Learning interactions, all crafted in an up-to-date format.

## VIRTUAL INSTRUCTOR-LED COURSES (VILT)

Join the classroom at the same time as other participants and instructors from remote locations, allowing for an engaging learning experience.

## ON-SITE INSTRUCTOR-LED COURSES (ILT)

Bring training on-site for your teams or whole organization for a totally focused course experience.

## PUBLIC CLASSROOMS

Scheduled year-round, these courses offer you the chance to meet professionals in person and a hands-on way to learn.

[View e-Learning and VILT courses now](#)



# Virtual Instructor-Led Training

Virtual Instructor-Led Training (VILT) is training conducted live online in a virtual classroom that allows for real-time interaction with instructors and class participants.

This format incorporates expert content, interactive exercises, and engaging instruction from anywhere you'd like to learn.

VILT is our most popular format.

## WHY VILT?



# Duke Certificate Program

You can earn recognition for your accomplishments and the steps you take to raise your performance and benefit your career.



GET CERTIFIED



### Project Management Foundational Certificate

Complete three courses within two years.



### Project Management Professional Certificate

Complete seven courses within four years.

### Program Management Professional Certificate

Complete seven courses within four years.

## WHY EARN A CERTIFICATE?

### Gain expertise in a thriving discipline

Take advantage of top-notch academic research, practical content, and convenient training delivery. Choose from end-to-end certificate programs designed to build competencies at all levels of project delivery.

### Show off your accomplishments

Earn the professional recognition you deserve. Upon completion of a certificate program, you are eligible to add your credentials to your signature.

### Stand out from the competition

Build your skills, increase your earning potential, and broaden your career opportunities by obtaining a certificate from Duke, consistently ranked among the top ten universities in the United States.

Duke<sup>CE</sup>

For additional certificate details, see page 36; or for support customizing your or your team's learning path, contact one of our experts



# Project and program management courses



## Instructor-Led Training

- Aligning Project Management with Organizational Strategy.
- Contract Management Principles and Practices.
- Introduction to Project Management.
- IT Risk Management.
- Leading Complex Projects.
- Managing IT Projects.
- Managing Projects (flagship course!).
- Negotiation Skills for Project Managers.
- Planning and Managing Projects.
- PMP® Exam Prep (please contact us for details).
- Program Management.
- Project Leadership, Management and Communications.



## Virtual Instructor-Led Training

- Project Management Applications.
- Project Management for Non-Project Managers.
- PMP® Exam Prep.
- Project Planning, Analysis and Control.
- Quality for Project Managers.
- Rapid Assessment and Recovery of Troubled Projects.
- Risk Management.
- Scheduling and Cost Control.
- Stakeholder Management.
- Unlocking the Power of Earned Value Management.
- Writing Statements of Work: The Heart of Any Contract.



## Digital/e-Learning

# Aligning Project Management with Organizational Strategy

## MODALITY



### PROGRAM DESCRIPTION

**Aligning Project Management with Organizational Strategy** is an in-depth analysis of the process leading from business strategy formation to portfolio development to the project and project manager's role from a project management perspective. Participants will learn how to link their project to the business strategy, apply and maintain alignment of the project strategy, and manage the expectations and interests of those who have a stake in the project outcome.



### LEARNING OBJECTIVES

- Reinforce top-level strategy formulation.
- Link organizational strategy from business strategy to portfolio development to project implementation.
- Ensure project credibility by aligning your project with your organization's goals, objectives and strategies.
- Develop and implement an appropriate strategy for your project.
- Communicate your strategy to the project team, the customer and other project stakeholders.
- Manage stakeholder expectations to maintain portfolio/project alignment.



### BEHAVIORAL COMPETENCIES

- Directs work.
- Drives vision and purpose.
- Ensures accountability.
- Global perspective.
- Optimizes work processes.
- Organizational savvy.
- Plans and aligns.
- Strategic mindset.



### SKILLS

- Portfolio management.
- Portfolio performance management.
- Project governing.
- Project integration management.
- Project life cycle management.
- Project management.
- Project strategy creation and alignment.
- Strategic planning.
- Strategic project and program alignment.

# Contract Management Principles and Practices

## MODALITY



### PROGRAM DESCRIPTION

**Gain the advantage as buyer or seller.**

Fully understanding the contracting process gives you an advantage as a buyer or as a seller. Get a solid overview of all phases of contracting from the manager's perspective, including key roles and responsibilities. The result: you'll learn how to have greater influence over contract results.



### LEARNING OBJECTIVES

- Identify contract components and understand the process from start to finish.
- Select the right contract type for your project.
- Decipher contract legalese.
- Choose the offer that will result in the best value for the buyer.
- Agree on objectives, requirements, plans and specifications.
- Negotiate favorable terms and revise the contract.
- Apply rules of contract interpretation in project disputes.
- Administer contracts appropriately and know when and how to terminate before or upon completion.



### SKILLS

- Contract administration.
- Contract closeout.
- Contract management.
- Contract risk management.
- Document and model user requirements.
- Managing contract change.
- Negotiation.
- Procurement business case development.
- Procurement management.
- Procurement process management.
- Procurement quality management.
- Project management.
- Project scope management.
- Supplier management.

# Introduction to Project Management

## MODALITY



### PROGRAM DESCRIPTION

**Introduction to Project Management** is for individuals on project teams who may not necessarily manage the cost control (earned value) or team building aspects of a project. Ideal for individuals just embarking on a career that demands a solid foundational knowledge of project management principles and techniques. Learn to apply basic project management skills, concepts, and techniques to manage small projects within their organizations. This course is a 2-day version of the standard 3-day Managing Projects.



### LEARNING OBJECTIVES

- Describe roles and responsibilities of project team members across the project life cycle.
- Define and develop the foundations of a project management plan, including the project requirements document, work breakdown structure, schedule, and other resources.
- Assist with the management and control of the project against the baseline.
- Close out a project effectively.



### BEHAVIORAL COMPETENCIES

- Action oriented.
- Collaborates.
- Communicates effectively.
- Drives results.
- Drives vision and purpose.
- Ensures accountability.
- Plans and aligns.
- Resourcefulness.



### SKILLS

- Planning and organizing.
- Project change management.
- Project communications management.
- Project cost and budget management.
- Project integration management.
- Project schedule management.
- Project scope management.
- Project tracking and reporting.
- Risk management.

# IT Risk Management

## MODALITY



### PROGRAM DESCRIPTION

#### **Manage the power of threat and opportunity.**

Do you have the tools you need to smartly manage risk? Learn to evaluate and respond to risk at both the project and task levels, using a practical eight-step process to manage project risk. You'll be able to take the insights you gain to make risk and opportunity integral components of your next project plan. (An IT version of our popular course and is considered redundant so only take one of these two courses. Risk Management and IT Risk Management are considered one course when applied to certificates.)



### LEARNING OBJECTIVES

- Use a practical, eight-step process to manage project risk.
- Identify threats and opportunities and weigh their relative value in your project.
- Control multiple risks using concise strategies.
- Overcome psychological barriers to risk in stakeholders and team members.
- Make risk and opportunity integral components of your next project plan.



### BEHAVIORAL COMPETENCIES

- Action oriented.
- Decision quality.
- Plans and aligns.



### SKILLS

- Knowledge management.
- Planning and organizing.
- Project change management.
- Project management.
- Project benefits management.
- Project schedule management.
- Project tracking and reporting.
- Risk management.

# Leading Complex Projects

## MODALITY



### PROGRAM DESCRIPTION

#### Don't let complexity overwhelm you.

Do some projects seem too complex for you to handle? In this course, you'll learn an innovative approach to assess project complexity and how to deploy the best techniques to achieve success. Increasing your effectiveness in controlling project complexity is the goal. Learn how to stack the odds of success in your favor.



### LEARNING OBJECTIVES

- Adopt leadership techniques to increase your odds of success.
- Apply the concepts of complexity science to project management.
- Utilize Complexity Indicator™ to assess your project's complexity level.
- Create an innovative framework for managing project complexity using Complex Project Model and Process™.



### BEHAVIORAL COMPETENCIES

- Resourcefulness.
- Manages ambiguity.
- Manages complexity.
- Self-development.
- Situational adaptability.
- Strategic mindset.



### SKILLS

- Complex Project Model™.
- Complexity Indicator™.
- Project benefits management.
- Project business acumen.
- Project governing.
- Project integration management.
- Project management (complex).
- Strategic project and program alignment.

# Managing IT Projects

## MODALITY



### PROGRAM DESCRIPTION

#### Expand your project management skills.

In this comprehensive introductory course, you'll learn all the areas of IT project management today. Learn leading project management techniques from prominent project management frameworks such as Traditional, Agile and Lean. You will be given a chance to adapt and apply these techniques immediately through case studies, hands-on exercises, and practical experiences. You'll finish knowing how to define project requirements, break down work into manageable packages, realize the value of project change control, and achieve successful closeout.

*This is an IT version of our popular Managing Projects course and is considered redundant so only take one of these two courses. Managing Projects and Managing IT Projects are considered one course when applied to certificates.*



### LEARNING OBJECTIVES

- Master fundamental project management skills, concepts and techniques.
- Link project goals and objectives to clear, compelling stakeholder needs.
- Develop work breakdown structures.
- Set realistic, measurable objectives and ensure positive results.
- Estimate project costs and schedules using simple, proven techniques.
- Establish a dependable project control and monitoring system.



### BEHAVIORAL COMPETENCIES

- Action oriented.
- Balances stakeholders.
- Collaborates.
- Communicates effectively.
- Directs work.
- Drives results.
- Drives vision and purpose.
- Ensures accountability.
- Optimizes work processes.
- Plans and aligns.
- Resourcefulness.



### SKILLS

- Planning and organizing.
- Project change management.
- Project communications management.
- Project cost and budget management.
- Project integration management.
- Project life cycle management.
- Project schedule management.
- Project tracking and reporting.
- Risk management.
- Verify requirements.

# Managing Projects

## MODALITY



### PROGRAM DESCRIPTION

#### A smart start to learning project management.

In this comprehensive introductory course, you'll learn all the areas of project management today. Learn leading project management techniques from prominent project management frameworks such as Traditional, Agile, and Lean. You will be given a chance to adapt and apply these techniques immediately through case studies, hands-on exercises, and practical experiences. You'll finish knowing how to define project requirements, break down work into manageable packages, realize the value of project change control, and achieve successful closeout.



### LEARNING OBJECTIVES

- Master fundamental project management skills, concepts and techniques.
- Link project goals and objectives to clear, compelling stakeholder needs.
- Develop work breakdown structures.
- Set realistic, measurable objectives and ensure positive results.
- Estimate project costs and schedules using simple, proven techniques.
- Establish a dependable project control and monitoring system.



### BEHAVIORAL COMPETENCIES

- Action oriented.
- Balances stakeholders.
- Collaborates.
- Communicates effectively.
- Directs work.
- Drives results.
- Drives vision and purpose.
- Ensures accountability.
- Optimizes work processes.
- Plans and aligns.
- Resourcefulness.



### SKILLS

- Planning and organizing.
- Project change management.
- Project communications management.
- Project cost and budget management.
- Project integration management.
- Project life cycle management.
- Project schedule management.
- Project tracking and reporting.
- Risk management.
- Verify requirements.

# Negotiation Skills for Project Managers

## MODALITY



### PROGRAM DESCRIPTION

**Negotiation Skills for Project Management** explores the dynamics of both the competitive and collaborative models of negotiation, the four stages of negotiation and the issues most often experienced in the project management context. It also explores how influencing styles affect how both parties engaged in the negotiation and essential techniques for achieving a win-win outcome—even in a difficult or complex negotiation. Participants will dissect the negotiation by separating the issues from the position, deciding when to negotiate competitively versus collaboratively, and identifying the appropriate negotiation techniques to use in a given situation.



### LEARNING OBJECTIVES

- Recognize the naturally occurring structure of a negotiation in order to develop an efficient and effective methodology for preparing and conducting a negotiation.
- Explore negotiation in the context of project management.
- Leverage your negotiating competencies to improve your strengths.
- Gain insight into how to better manage yourself, your emotions and your relationship with the other party.
- Better prepare for complex and difficult negotiation situations.



### BEHAVIORAL COMPETENCIES

- Action oriented.
- Being resilient.
- Collaborates.
- Communicates effectively.
- Courage.
- Drives engagement.
- Drives vision and purpose.
- Global perspective.
- Interpersonal savvy.
- Persuades.
- Situational adaptability.



### SKILLS

- Contract Negotiation.
- Negotiation.
- Project resource planning and control.

# Planning and Managing Projects

## MODALITY



### PROGRAM DESCRIPTION

Projects are the mechanism by which work gets done: implementing new services, developing products and even leading a change initiative. **Planning and Managing Projects** helps you use a predictive approach to master the skills of a good project manager with a highly-facilitated three-day workshop. In this workshop, you will learn our “3-box” model that will help you maximize project success.



### LEARNING OBJECTIVES

- Reinforce key project communication concepts.
- Identify key project management challenges and use the presented concepts, tools, and techniques to resolve many of these challenges.
- Articulate the value of project planning.
- Navigate the project life-cycle planning.
- Define how the project selection process works.



### BEHAVIORAL COMPETENCIES

- Action oriented.
- Communicates effectively.
- Directs work.
- Drives results.
- Drives vision and purpose.
- Ensures accountability.
- Optimizes work processes.
- Plans and aligns.
- Resourcefulness.



### SKILLS

- Planning and organizing.
- Project change management.
- Project cost and budget management.
- Project integration management.
- Project life cycle management.
- Project management.
- Project benefits management.
- Project schedule management.
- Project tracking and reporting.
- Risk management.

# Program Management

## MODALITY



### PROGRAM DESCRIPTION

**Manage multiple interrelated projects more efficiently.** Discover the practical application tools, techniques, and best practices that will help you raise the bar on managing programs. You'll learn to initiate a program, integrate projects, and manage stakeholders at all levels. Whatever your level of experience, this course offers a valuable hands-on approach to tried and tested program management techniques.



### LEARNING OBJECTIVES

- Increase your effectiveness and efficiency as a program manager in achieving the strategic value of a program.
- Follow a systematic approach to managing programs.
- Apply proven tools and techniques to program management.
- Recognize benefits management as the primary responsibility of the program manager.
- Use a standard vocabulary for program management.
- Distinguish between projects, programs and portfolios; and project management, program management and portfolio management.
- Describe the program life cycle and recognize the value of following this approach.
- Understand the critical success factors of program management; maintaining alignment with strategy, managing benefits and stakeholders and executing program governance.



### BEHAVIORAL COMPETENCIES

- Directs work.
- Drives results.
- Drives vision and purpose.
- Ensures accountability.
- Manages complexity.
- Plans and aligns.
- Resourcefulness.
- Strategic mindset.



### SKILLS

- Enterprise readiness assessment.
- Multi-project management.
- Project benefits management.
- Project change management.
- Project communications management.
- Project cost/budget management.
- Project governing.
- Project organization and structure.
- Risk management.
- Strategic project and program alignment.

# Project Leadership, Management and Communications

## MODALITY



### PROGRAM DESCRIPTION

#### Take control of your project life cycle.

Learn how to define the scope of a product development project—and how to manage within that scope. You'll receive detailed instruction in scheduling key events, controlling costs, and managing risks. Discover intensive instruction in project management fundamentals that you'll use across any project life cycle.



### LEARNING OBJECTIVES

- Lead project teams through more effective communication.
- Identify motivational value systems to improve productivity and cooperation.
- Recognize the role of business and personal ethics in leadership.
- Define predictable change stages and identify appropriate leadership strategies for each stage.
- Utilize a powerful four-stage collaborative negotiation process.
- Create a Leadership Development Plan to implement when you return to work.



### BEHAVIORAL COMPETENCIES

- Builds effective teams.
- Builds networks.
- Collaborates.
- Demonstrates self-awareness.
- Drives engagement.
- Drives results.
- Ensures accountability.
- Instills trust.
- Interpersonal savvy.
- Manages conflict.
- Values differences.



### SKILLS

- Conflict management.
- Managing change.
- Negotiating and resolving conflict.
- Project resource planning and control.
- Stakeholder expectation management.

# Project Management Applications

## MODALITY



### PROGRAM DESCRIPTION

#### Become confident to the core.

This experiential course presents core project management principles designed to reinforce skills you'll learn throughout the core curriculum. Watch the basic concepts come to life in both the online and classroom course as you work in teams to complete an extensive, realistic, project case study.



### LEARNING OBJECTIVES

- Select the level of staffing, resources, and management support required for a project.
- Assemble a project team and gain commitment on project objectives.
- Assign tasks based on work breakdown structure.
- Estimate time and costs and present a project plan to team members and stakeholders.
- Create a project binder documenting each stage of the project and lessons learned.



### BEHAVIORAL COMPETENCIES

- Action oriented.
- Courage.
- Decision quality.
- Directs work.
- Manages conflict.
- Optimizes work processes.
- Plans and aligns.
- Resourcefulness.
- Situational adaptability.



### SKILLS

- Planning, prioritizing and organizing.
- Project change management.
- Project communications management.
- Project cost/budget management.
- Project integration management.
- Project procurement management.
- Project schedule management.
- Project scope management.
- Project tracking and reporting.
- Stakeholder expectation management.

# Project Management for Non-Project Managers

## MODALITY



### PROGRAM DESCRIPTION

#### Unleash the project manager within.

You're a project manager if you manage initiatives with fixed start and end dates, collaborate with other departments, coordinate team efforts, and deliver results. If that's you, why not master the project management skills you've started to pick up on your own? In this one-day workshop, you'll learn a simple four-step model you can use to maximize project success.



### LEARNING OBJECTIVES

- Build a project plan and the foundation for success—plan, manage and track it all.
- Learn and reinforce best practices from project management that help organize work.
- Learn how to identify and manage project risks.
- Learn how to anticipate changes and quickly adapt.
- Apply these best practices to real-life work while completing a series of activities.
- Collaborate on work, share experiences and learn from each other.



### BEHAVIORAL COMPETENCIES

- Action oriented.
- Collaborates.
- Directs work.
- Drives engagement.
- Drives results.
- Ensures accountability.
- Optimizes work processes.
- Plans and aligns.



### SKILLS

- Document and model user requirements.
- Planning and organizing.
- Project change management.
- Project management.
- Project schedule management.
- Project tracking and reporting.
- Stakeholder expectation management.
- Validate requirements.

# PMP® Exam Prep

## MODALITY



### PROGRAM DESCRIPTION

#### Take control of your work. Don't let it control you.

This PMI® Authorized PMP® Exam Prep course improves the chances of passing the grueling PMP® certification exam. To earn PMI's PMP® credential, applicants must demonstrate the required long-term commitment to project management professionalism and pass a rigorous 200-question exam covering the five management process groups, the ten knowledge areas in PMI's A Guide to the Project Management Body of Knowledge (PMBOK® Guide). Participants find out exactly what they need to know and how to prepare themselves to successfully tackle any question on the exam.



### LEARNING OBJECTIVES

- Recognize the types of questions on the PMP® exam.
- Demonstrate an understanding of PMI's project management best practices.
- Confidently list the mathematical formulas that will appear on the exam.
- Learn techniques for choosing when you do not know the answer to the exam question.
- Design the study approach best suited for your preparation.
- Discuss major themes and issues for each area of the exam.
- Articulate the value of project planning.



### SKILLS

- Project benefits management.
- Project business acumen.
- Project change management.
- Project communications management.
- Project cost and budget management.
- Project governing.
- Project integration management.
- Project life cycle adaptation.
- Project management.
- Project organization and structure.
- Project quality management.
- Project resource planning and control.
- Project benefits management.
- Project procurement management.
- Project tracking and reporting.
- Risk management.
- Stakeholder expectation management.
- Strategic project and program alignment.
- Validate requirements.

# Project Planning, Analysis and Control

## MODALITY



### PROGRAM DESCRIPTION

**Project Planning, Analysis and Control** is a fast-paced exploration of the most critical project management techniques used in planning and tracking projects. It provides proven strategies and practical tools for planning, executing, and controlling a variety of projects. It also offers detailed and focused instruction in the critical areas of scheduling key events, controlling costs, and managing risks. Participants will be introduced to key theories, concepts, and practices, then put this knowledge to work in the classroom through a series of activities connected to a comprehensive case study scenario.



### LEARNING OBJECTIVES

- Describe the roles and responsibilities of project managers across the project life cycle.
- Define and develop the foundations of a project management plan, including project requirements, work breakdown structure, schedule, resources, and other cost estimates.
- Describe project risk identification, risk assessment, and risk mitigation strategies.
- Control the project by managing against the baseline.
- Close out a project effectively.



### BEHAVIORAL COMPETENCIES

- Decision quality.
- Directs work.
- Drives results.
- Ensures accountability.
- Optimizes work processes.
- Plans and aligns.
- Resourcefulness.
- Situational adaptability.



### SKILLS

- Costing and budgeting.
- Planning and organizing.
- Prioritizing.
- Project change management.
- Project cost/budget management.
- Project integration management.
- Project resource planning/control.
- Project schedule management.
- Project scope management.
- Project tracking and reporting.
- Risk management.

# Quality for Project Managers

## MODALITY



### PROGRAM DESCRIPTION

**Gain more control over projects you manage.** Isn't it time to turn the principles of quality management into real-world actions that actually enhance project success? This course presents a five-step planning model you can immediately apply to your own work environment. Learn how to master proven methods for increasing your control over objectives, work, and performance.



### LEARNING OBJECTIVES

- Integrate project quality management into the entire project life cycle.
- Use five steps to plan effectively for project quality management.
- Use five steps to assess and improve your organization's current quality capabilities to ensure that projects will meet specified quality standards.
- Ensure customer satisfaction by monitoring results using project quality control tools.
- Apply project quality management tools and techniques to "real world" project management situations.



### SKILLS

- Procurement quality management.
- Project quality management.
- Project-level quality assurance.
- Project-level quality control.
- Quality related tool kit.

# Rapid Assessment and Recovery of Troubled Projects

## MODALITY



### PROGRAM DESCRIPTION

#### Not every project goes as planned.

If you're a project manager who is in the trenches every day, sooner or later you'll be staring into the face of a troubled project. In this course, you'll get everything you need (process, tools, techniques) to perform a rapid assessment of a project in trouble, develop a recovery plan, and manage the transition to stabilization.



### LEARNING OBJECTIVES

- Perform a rapid assessment of a project to determine its health.
- Determine whether stabilization is possible.
- Establish a stabilization plan.
- Lead a transition to a stabilized project.
- Define a continuous improvement system.



### BEHAVIORAL COMPETENCIES

- Being resilient.
- Directs work.
- Drives results.
- Ensures accountability.
- Nimble learning.
- Plans and aligns.



### SKILLS

- Analyze current state/AS-IS state.
- Define future state/TO-BE state.
- Measure solution performance.
- Perform gap analysis.
- Project change management.
- Project communications management.
- Project tracking and reporting.
- Risk management.
- Stakeholder expectation management.

# Risk Management

## MODALITY



### PROGRAM DESCRIPTION

#### Manage the power of threat and opportunity.

Do you have the tools you need to smartly manage risk? Learn to evaluate and respond to risk at both the project and task levels, using a practical eight-step process to manage project risk. You'll be able to take the insights you gain to make risk and opportunity integral components of your next project plan.



### LEARNING OBJECTIVES

- Use a practical, eight-step process to manage project risk.
- Identify threats and opportunities and weigh their relative value in your project.
- Control multiple risks using concise strategies.
- Overcome psychological barriers to risk in stakeholders and team members.
- Make risk and opportunity integral components of your next project plan.



### BEHAVIORAL COMPETENCIES

- Action oriented.
- Decision quality.
- Ensures accountability.
- Manages ambiguity.
- Plans and aligns.
- Situational adaptability.



### SKILLS

- Planning and organizing.
- Prioritizing.
- Project change management.
- Project estimating.
- Project integration management.
- Project benefits management.
- Project tracking and reporting.
- Risk management.

# Scheduling and Cost Control

## MODALITY



### PROGRAM DESCRIPTION

#### Don't let project constraints hinder your success.

Discover how to work successfully within constraints on your time, human resources, materials, budget, and specifications—without letting those limits lessen your creativity or innovation. It's your turn to master estimating, forecasting, monitoring, analyzing, and more, within the bounds of your project.



### LEARNING OBJECTIVES

- Use the work breakdown structure to develop a network diagram.
- Calculate schedules using PERT/CPM.
- Identify, assign, and tabulate resource requirements.
- Predict costs and work time using specific levels and estimate types.
- Plan for contingencies and anticipate variations.
- Predict future project performance based on historical data.
- Monitor changes and close out projects on time.



### BEHAVIORAL COMPETENCIES

- Action oriented.
- Collaborates.
- Directs work.
- Drives results.
- Ensures accountability.
- Optimizes work processes.
- Plans and aligns.
- Resourcefulness.



### SKILLS

- Costing and budgeting.
- Project communications management.
- Project cost and budget management.
- Project estimating.
- Project resource planning and control.
- Project schedule management.
- Project scope management.
- Project tracking and reporting.

# Stakeholder Management

## MODALITY



### PROGRAM DESCRIPTION

Learn the practical tools to flex your persuasion styles, engage with stakeholders, build trust and rapport, and manage stakeholder expectations. In **Stakeholder Management**, you will practice the art of using power, influence, and connectedness to manage the expectations project stakeholders across the lifecycle; demonstrate the ability to flex personal persuasion style to meet the individual stakeholder preference; and achieve a common understanding of the project, the progress and expectations, regardless of how a project is organized.



### LEARNING OBJECTIVES

- Establish an influence foundation by understanding your source of authenticity.
- Identify and analyze project stakeholders.
- Identify risks and mitigation strategies associated with stakeholders.
- Develop an influence strategy.
- Develop a “relationship management” process.
- Identify sources of conflict and suitable management strategies.



### BEHAVIORAL COMPETENCIES

- Action oriented.
- Communicates effectively.
- Customer focus.
- Drives engagement.
- Ensures accountability.
- Global perspective.
- Instills trust.
- Interpersonal savvy.
- Manages conflict.
- Persuades.
- Situational adaptability.



### SKILLS

- Stakeholder expectation management.
- Influence strategy.
- Conflict management and resolution.

# Unlocking the Power of Earned Value Management

## MODALITY



### PROGRAM DESCRIPTION

#### **Serious control for your project or program.**

Go beyond the calculations to analyzing their meaning. Review key project documents to gain an understanding of the nuances of effective project evaluation and control using EVM. You'll explore the challenges and approaches involved in establishing a baseline and obtaining accurate and timely information to measure project performance, and analyze these results to establish credible forecasts and identify corrective actions to keep your project or program on track—all through EVM.



### LEARNING OBJECTIVES

- Harness the power of EVM to control your project.
- Indicate work progress in a more objective way within and across projects.
- Properly relate cost, schedule and technical accomplishment.
- Relate time-phased budgets to specific tasks and/or statements of work to create a useful and realistic baseline.
- Supply managers with information at a practical level of summarization.
- Prepare an action plan and create an immediate impact to your organization's ability to effectively control projects.



### SKILLS

- Numerical skills.
- Project cost and budget management.

# Writing Statements of Work: The Heart of Any Contract

## MODALITY



### PROGRAM DESCRIPTION

#### **Every contract needs a solid foundation.**

Learn to consistently develop and administer an effective Statement of Work (SOW). Take part in challenging team exercises and review case studies that will take you through the process of building a solid SOW. Skills you learn in this practical course can be immediately applied when writing, negotiating, awarding, or administering SOW.



### LEARNING OBJECTIVES

- Identify common errors found in inappropriate, confusing or misconstrued narratives.
- Employ easy techniques and "best practice" methods that will maintain high quality in your SOW documents.
- Recognize what a "breach of contract" entails.
- Assist others in critiquing SOWs for quality, clarity and completeness.
- Utilize information on how the courts historically interpret disputes in contract language according to long-standing principles.



### SKILLS

- Procurement business case development.
- Project management.
- Contract Writing skills.

# Bring training on-site to your organization

We look at your training needs holistically and can offer a plan fit your business needs.

**W**e offer training solutions to improve each of the discipline areas needed to transform an organization from good to great. By working directly with your organization using a consultative and adaptive approach, we develop learning solutions that address your specific business requirements to bring out the best performance in your projects and people.

If you have ten or more attendees, we can bring training to the location of your choice, anywhere in the world. Depending on your specific organizational business requirements, we can deliver targeted training in 13 different languages and one or more of the following formats:

## CONTEXTUALIZED TRAINING

We can contextualize the training to reflect your specific industry, corporate culture, business goals, and objectives.

## OFF-THE-SHELF TRAINING

We can bring our traditional classroom courses to a location of your choice — this is the most efficient option in terms of implementation and cost.

## BLENDED TRAINING

We can deliver a range of training methods by combining classroom-based courses with online learning solutions at all stages of the program.



# Certificate details

## Foundational certificate

PROJECT MANAGEMENT

COMPLETE THREE COURSES  
WITHIN TWO YEARS

### Must be taken

- Managing Projects.
- Planning and Managing Projects  
Managing IT Projects.

### At least four must be taken

- Contract Management  
Principles & Practices.
- IT Risk Management.
- Project Management Applications.
- Project Leadership,  
Management and Communications.
- Quality for Project Managers.
- Risk Management.
- Scheduling and Cost Control.

Up to two courses in the Project and Program  
Management programs not listed here.

### Two may be taken from these programs

- Agile.
- Business Analysis.
- Business Skills.
- Contract Management.
- Project Management.
- Program Management.

## Professional certificate

PROJECT MANAGEMENT

COMPLETE SEVEN COURSES  
WITHIN FOUR YEARS

### At least three must be taken

- Contract Management  
Principles & Practices.
- Managing Projects.
- Project Management Applications.
- Project Leadership,  
Management and Communications.
- Quality for Project Managers.
- Risk Management.
- Scheduling and Cost Control.

Up to two courses in the Project and  
Program Management programs not  
listed here.

### Four may be taken from these programs

- Project Management.
- Program Management.

### Two may be taken from these programs

- Agile.
- Business Analysis.
- Business Skills.
- Contract Management.

## Professional certificate

PROGRAM MANAGEMENT

COMPLETE SEVEN COURSES  
WITHIN FOUR YEARS

### Must be taken

- Program Management.

### At least four must be taken

- Analyzing Benefits &  
Refining Solutions.
- Contract Management  
Principles & Practices.
- Defining Business Needs &  
Solution Scope.
- Enterprise Business Analysis.
- Lean & Agile Project Management.
- Negotiation Skills for  
Project Managers.
- Rapid Assessment & Recovery  
of Troubled Projects.
- Risk Management.

### Two may be taken from these programs

- Agile.
- Business Analysis.
- Business Skills.
- Contract Management.
- Project Management.
- Program Management.

For certificate specific  
questions, please **contact**  
**our learning specialists**

## About Korn Ferry

Korn Ferry is a global organizational consulting firm. We work with our clients to design optimal organization structures, roles, and responsibilities. We help them hire the right people and advise them on how to reward and motivate their workforce while developing professionals as they navigate and advance their careers.

